PROVINCE OF SASKATCHEWAN

09-10

PUBLIC SERVICE
COMMISSION

MINISTRY PLAN FOR 2009-10

Statement from the Minister

On November 7, 2007, the people of Saskatchewan voted for change and entrusted a new government with responsibility for delivering on the promise of Saskatchewan and serving the people of our great province.

I accepted the responsibility for helping to deliver on our Government's plan for Securing the Future. I present to you, within these pages, the Public Service Commission's (PSC) Plan for 2009-10. In this Plan we identify how the Public Service Commission aligns with Government's vision for a secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all. A high performing public service is critical to our success, advancing the social, economic, and environmental well-being of our province and citizens.

The 2009-10 Budget enables a number of important initiatives and delivers on our promises. I will report on this plan and my Mandate Letter commitments in the Commission's annual report.

The Honourable D. Wayne Elhard
Minister Responsible for the Public Service Commission

Mission Statement

The Public Service Commission provides excellence in human resource management to enable a high performing, and innovative professional public service.

Response to Government Direction

Ministry Plans for 2009-10 align with Government's vision and goals and the key priorities for 2009-10, as presented in the Government Direction for 2009-10. The 2009-10 Plan communicates a high-level framework for the Commission's activities over the coming year and reflects the Commission's primary areas of focus. Together, all ministries support Government's three goals, working towards a secure and prosperous Saskatchewan.

Strategies and Actions

Government Goal – Economic Growth

Sustain **Economic Growth** for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.

Government Goal – Security

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Government Goal – Promises

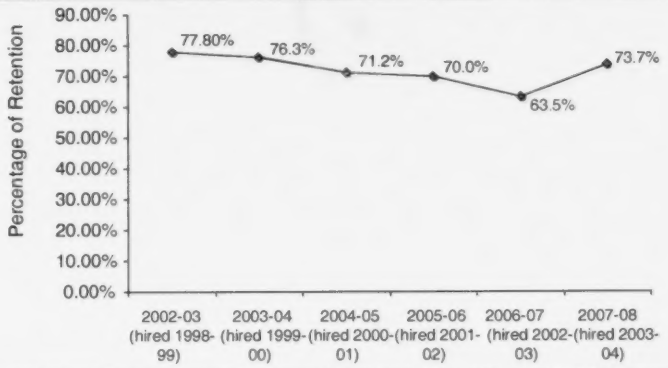
Keep Government's **Promises** and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

The Public Service Commission contributes to all three of these goals by working to build and maintain a professional public service. Detailed strategies and actions are provided below.

Strategy	Key 2009-10 Actions
Attract and retain a professional, highly skilled, and diverse public service workforce	• Increase awareness of careers in the public service and implement a career ambassador program to attract new employees. • Expand the use of the career management website for employees. • Develop recruitment, retention, and succession strategies to ensure the public service continues to provide quality programs and services to the people of the province. • Strengthen the utilization of employee networks including Interconnext, the Aboriginal Government Employees Network, and the Saskatchewan Visible Minority Employees Association to improve recruitment and retention of government employees. • Provide competitive and fiscally responsible compensation. • Continue the Masters of Public Administration Internship Program and the Summer Student Program to increase the number of experienced individuals available to compete for future vacancies. • Strengthen existing relationships with First Nations and Métis organizations and establish new linkages to continue to build a workforce representative of the population of Saskatchewan. • Provide options for accommodating persons with a disability in Saskatchewan public service workplaces. • Support job-related development needs by coordinating learning opportunities for common occupational needs. • Implement professional development options for policy development skills through the Johnson-Shoyama Graduate School of Public Policy.

Strategy	Key 2009-10 Actions
Create a work environment that supports employee engagement	• Build a values-based culture to foster service excellence, teamwork, integrity, respect, and innovation. • Implement Occupational Health and Safety policy enhancements, including providing training to employees regarding the prevention and resolution of harassment. • Enhance employee recognition. • Assess workplace factors that impact upon employee engagement. • Implement employee orientation service-wide.
Build effective public service leadership and management	• Implement the new leadership and management competency model to help hire, develop, and manage high quality public service leadership. • Deliver leadership, management, and supervisory training across executive government. • Continue the orientation program for new leaders and managers. • Implement executive and senior leadership development options through the Johnson-Shoyama Graduate School of Public Policy.
Ensure a fair and balanced labour relations environment that respects the rights of public service employees and the needs of the public service	• Resolve the labour relations issues arising from in-term bargaining commitments and address other in-term priority issues as they arise. • Negotiate the renewal of collective bargaining agreements with SGEU and CUPE (current agreements expire September 30, 2009).
Deliver effective and efficient human resource services	• Develop and implement a centralized employee service centre for human resource administration and payroll to gain efficiencies in the provision of these services. • Monitor and report on the delivery of human resource services against the established service agreements. • Provide support to program review, change management, and transition to aid leaders in the evaluation of ministry programs through human resource and facilitation expertise. • Evaluate the effectiveness and quality of PSC programs and services. • Determine and implement an appropriate records management framework for human resource (HR), payroll, and administrative records. • Implement initiatives to further integrate workforce planning into government's strategic planning process as an enabler to achieve government's priorities.
Establish and maintain transparent and accountable human resource processes and practices	• Monitor and report on key comparative HR performance metrics. • Establish a Public Integrity Commissioner. • Provide information and support to Treasury Board to monitor the size of the public service. • Ensure compliance with *The Public Service Act* and *The Public Service Regulations*.

Performance Measures

Measure	Baseline / Trend Line Information
Retention rate of new employees	

Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006. Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.

Significance of the Measure

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring government priorities are met through strong public policy and effective program and service delivery to the public. Declining retention rates for new employees put the public service at risk due to skill gaps, creating negative views by prospective or new employees that the public service is not an employer of choice, and increasing costs to the organization for the recruitment and orientation of new employees. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership within the public service.

Measure	Baseline / Trend Line Information

Percentage workforce representation by diverse employee groups

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Aboriginal persons	10.2%	10.5%	10.5%	10.8%	11.2%	11.4%
Persons with a disability	3.0%	3.1%	3.0%	3.5%	3.5%	3.3%
Visible minority persons	2.3%	2.4%	2.4%	2.8%	3.1%	3.3%
Women in senior management	n/a	34.0%	35.9%	37.8%	39.0%	40.2%
Women in middle mgmt. & other mgmt positions	n/a	32.1%	33.6%	33.1%	34.4%	35.0%
Youth (permanent full-time)	4.7%	4.1%	4.3%	4.3%	4.2%	5.5%

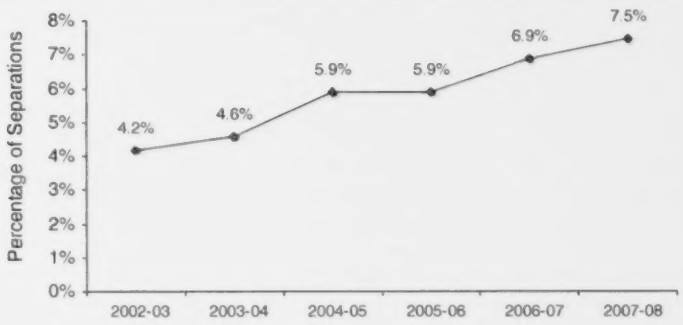
Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & March 2008 (April 2008).

Significance of the Measure

This measure reflects government's ability to attract and retain Aboriginal persons, persons with a disability, visible minority persons, women, and youth into the public service. There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employees from diverse cultures, genders, backgrounds, and generations allows the public service to better reflect the population of the province, capitalize on the available labour force, and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

By increasing its commitment and presence as an employer that supports diversity, the public service is enabled to attract and retain candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

Employee separation rate



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006. Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.

Significance of the Measure

The public service faces an increasing challenge in retaining employees as more and more employees retire. The separation rate continues to slowly increase, primarily because of an increased number of retirements as the baby boom generation ages. The voluntary component of separation at 6.0 per cent compares to a "rising average annual voluntary turnover rate of 8.5 per cent for Canadian companies and a 6.3 per cent rate for Canadian government organizations."[1] Best practices indicate that a healthy separation rate is between 5.0 per cent and 8.0[2] per cent. Although rising, the separation rate is currently at an acceptable level at 7.5 per cent. Certain groups and occupations where rates of separation are at the highest levels require in-depth monitoring and may require customized supports.

Measure	Baseline / Trend Line Information

Percentage of payroll spent on training

	2002-03	2003-04	2004-05	2005-06	2006-07 Baseline	2007-08
Percentage of payroll spent on training	0.50%	0.50%	0.50%	0.50%	0.60%	0.65%

Source: Ministry Year-End Reports, Human Resource Plans, March 2003, 2004, 2005, 2006, 2007 & 2008.

Significance of the Measure

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current so that government priorities can be achieved. The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the government and the province's productivity will lag behind that of our neighbours if investment in learning and development is not addressed. Information on this measure collected in 2007-08 shows 0.65 per cent of payroll was spent on employee training. This compares with a 1.80 per cent overall average of payroll invested in training for Canadian organizations in 2006[3] and 1.74 per cent[4] for other government jurisdictions and organizations.

[1] The Conference Board of Canada, Compensation Planning Outlook 2008: The "Alberta Effect" Puts Upward Pressure on Pay, 2008, page 15, www.conferenceboard.ca.

[2] Watson Wyatt Research.

[3] The Conference Board of Canada, Learning and Development Outlook 2007: Are We Learning Enough? ISBN 0-88763-761-2, page 12.

[4] The Conference Board of Canada, Learning and Development Outlook 2007: Are We Learning Enough? ISBN 0-88763-761-2, page 12.

Financial Summary

Highlights of Appropriation and Expense 2009-10

2009-10 Estimates	(in thousands of dollars)
Central Management and Services	4,919
Employee Service Centre	12,761
Corporate Human Resource Management and Employee Relations	3,155
Human Resource Client Services and Support	18,642
Total Appropriation	**39,477**
Capital Asset Acquisitions	(2,642)
Capital Asset Amortization	1,250
Total Expense	**38,085**
FTE Staff Complement	364.0

For more information, see the Budget Estimates at:
http://www.finance.gov.sk.ca/budget/2009-10

BUDGET HIGHLIGHTS

Key highlights for the Public Service Commission's (PSC) 2009-10 budget include:

- $2.6 million in continued funding and term resources to enable implementation of the Employee Service Centre (ESC) Project, toward long-term efficiencies in human resource (HR) and payroll administration;
- $250,000 to the Johnson-Shoyama Graduate School of Public Policy for the second year of a $1.0 million commitment to assist in the development of a professional public service; and,
- $200,000 to investigate the potential for an internal HR self service/employee portal to deliver efficiencies by reducing navigation and approval time for HR functions, reducing the use of paper, printing and mailing, and providing employees with commonly accessed data.

For More Information

Please visit the Commission's website at www.psc.gov.sk.ca or call 787-7592 for more information on the Commission's programs and services.